

9 MAR 1977

MEMORANDUM FOR THE RECORD

STATINTL

FROM : [REDACTED]
Secretary

SUBJECT: Minutes of the 24 February 1977 OTR Staff Meeting

1. The 24 February 1977 OTR Staff Meeting convened at 1400 hours and adjourned at 1545 hours.

2. The DTR opened the discussion of Admiral Turner's convocation and budget addresses by stating that there are several points in each address which are directly related to OTR. He suggested that the DCI-designate will probably take considerable interest in our training. He noted Admiral Turner's answer to the question of why he was changing the curriculum--in order to put more of a demand on the students. This leads to the question of whether OTR conducts "gentlemen's courses." The DDTR noted the need to address the question of how to attain learning objectives: pack a course with materials, tests, etc., or provide the framework and environment for learning without pushing the students.

3. Chief, II, noted the problem of passive learners/listeners. We have started moving away from this; for example, the last four days of the Midcareer Course involve active participation by the students. He agreed with the need for our students to become more active, but noted the distinction between the cognitive and skills courses. The Chief, [REDACTED] stated his belief that there is the proper balance in operations training and suggested that the present discussion referred more to the Midcareer Course, AIS, and Senior Seminar. The DDOT stated his feeling that we should test in more courses. We have a great reluctance to evaluate people, especially with negative comments--this is an organization-wide problem.

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4. Chief, FTD, stated that 15 years ago most OTR courses had tests. About 10 years ago, more courses were introduced and the feeling came in that we should treat our students as gentlemen. The DDTR noted that where we do the

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instruction we can test, but where we rely on guest speakers it is much more difficult. Chief, II, suggested that we are turned around--we are being evaluated by the students but we are not evaluating them. The DTR stated that tests make him work harder. The members discussed the Managerial Grid and SAI training, noting that the follow-up questionnaires on the use of SAI training are good evaluations of that training. Chief, [REDACTED] noted that the Midcareer evening sessions are mind-stretchers, but it is difficult to do good evaluations on students in a relatively short course. The DDOT used the example of his Japanese language training with tests to show one way of pushing a student to learn.

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5. The Chief, FTD, stated his belief in accountability for a learning experience. He also noted that in the instructional development process, a new course is developed by creating learning objectives--a test can be devised at that point before the course has even run. The members discussed at length the means to obtain accountability. The DTR suggested that each course should be looked at to determine the best method of accountability. This might force the course chairmen to become more involved with the course and with evaluating students. The DDTR pointed out that if this is to be done carefully and seriously, it could have implications for OTR resources. The DTR suggested that possibly a task force, including [REDACTED] and possibly an outside STATINTL consultant, should meet with one course chairman to discuss this. He asked Chief, FTD, and Chief, II, to identify one course in each of their Units in which resources are available to do this.

6. The DTR asked whether there was a large reading requirement in the Midcareer Course. Chief, II, replied that it was not necessarily large, but he has charged all of his course chairmen to make readings applicable and therefore mandatory. The DDTR pointed out that Admiral Turner had noted the tendency to add to courses piecemeal and this was directly applicable to OTR. As an example, Chief, II, noted the problem of the recent need to add records management to two courses conducted by the Institute. The members discussed several other points made by the DCI-designate which were applicable to OTR.

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7. The EO/TR stated that all items on the OTR Pending Actions list were on track. The DTR reported significant items from the DDA morning meeting. The members reported on the day's events.

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OTR STAFF MEETING

Thursday, 24 February 1977, 1400 Hours

AGENDA

1. Admiral Turner's Convocation Address Mr. Fitzwater
at the Naval War College

2. OTR Pending Actions

3. The Day's Events